

## **AGENDA**

### **COMMITTEE ON ADMINISTRATION/INFORMATION SYSTEMS**

**August 7, 2006**

**Aldermen O'Neil, Lopez,  
Smith, Forest, DeVries**

**4:30 PM**

**Aldermanic Chambers  
City Hall (3<sup>rd</sup> Floor)**

1. Chairman O'Neil calls the meeting to order.
2. The Clerk calls the roll.
3. Update to be presented by Diane Prew, Director Information Services of Police and Fire Computer Aided Dispatch and records management system.
4. Discussion relating to the implementation of centralized purchasing, fleet management and purchasing cards.
4. If there is no further business, a motion is in order to adjourn.

## LeBlond-Kang, Paula

**From:** Bernier, Leo  
**Sent:** Friday, July 14, 2006 7:41 AM  
**To:** LeBlond-Kang, Paula  
**Subject:** FW: Central Purchasing/Fleet

---

**From:** O'Neil, Daniel  
**Sent:** Thursday, July 13, 2006 7:13 PM  
**To:** Bernier, Leo; Thomas, Frank; Clougherty, Kevin; Kane, Joseph  
**Cc:** Guinta, Frank; Clark, Thomas  
**Subject:** FW: Central Purchasing/Fleet

Gentlemen,

I am fine with monday August 7th. We need at least an hour, maybe 90 minutes. Please be prepared to provide written information well in advance of the meeting.

Topics

1) Central Purchasing

- What has been done to date
- Possible next steps
- Status of Mindy A. and Lisa T. Where are they working and how are they being paid.

2) Fleet Management

- What has been done to date
- Possible next steps
- Status of vacant Fire Dept. BSO position which was intended to become the Fleet Manager

3) Purchase Cards

- Many alderman are surprise we already have a signed agreement. I think the mayor was as well.
- What has been done to date
- Possible next steps

It is my intention to see this through and do what is right for the city. Plan on several meetings after Aug. 7th before we report anything back to the board.

I am on vacation until July 30th but will plan on checking in when I get back.

Thanks !

Dan

-----Original Message-----

**From:** Dan O'Neil [mailto:dponeil@verizon.net]  
**Sent:** Thu 7/13/2006 6:30 PM

7/14/2006



**City of Manchester  
Department of Finance**

One City Hall Plaza  
Manchester, New Hampshire 03101  
Phone: (603) 624-6460  
Fax: (603) 624-6549

August 2, 2006

Alderman O'Neil  
C/o Office of the City Clerk  
One City Hall plaza  
Manchester, NH 03101

***RE: Status on Central Purchasing/Fleet***

Dear Alderman O'Neil,

The Central Purchasing/Purchasing Card initiatives included in the FY 2007 Budget require that actions and decisions occur at various levels to ensure the successful implementation of the program envisioned. Much of the technical work has been accomplished to date, but structural decisions about the program remain.

The Mayor's proposal was to establish an independent purchasing function comprised of four positions, a Purchasing Director, a Fleet Manager and two assistants. It has always been envisioned that the central purchasing director position would be advertised to find an experienced municipal purchasing agent with appropriate credentials. In this regard a DRAFT job description is attached.

Concerning the BSO position at Fire, originally it was envisioned that the incumbent BSO would be transferred to the Fleet Manager position. Since the incumbent has since retired, the Fleet Manager position, for which a DRAFT job description is attached, will also need to be advertised to find an experienced properly credentialed professional to fill this position. It is my understanding that if the Fire Chief wants to fill the BSO position, it will have to come from the Department's FY'07 appropriation.

In the interim, Mindy Salomone-Abood remains at the Highway Department to carry out her duties. To the extent her duties relate to a central purchasing function, they may eventually be reimbursed by the new organization, which is to be funded via the new purchasing card system.

4

Lisa Thibault has been temporarily assigned to the Finance Department and is only working on central purchasing items, primarily the implementation of a Purchasing Card system.

**Fleet Management:** To date little has been done with respect to Fleet Management. In anticipation of Lisa Thibault serving as back up to Mindy Salomone-Abood, with respect to the Fleet Management system, Lisa has completed training on the H.T. E. module and is experienced with the reporting mechanism. In addition Lisa has researched and compiled information on Fleet Management Systems, prior audits and management reports that will serve as useful reference resources for the Fleet Manager once hired.

**Purchase Cards:** A contract has been awarded to Harris Nesbitt Bank/BMO Financial Group to carry out the purchasing card program. Attached is a copy of the DRAFT policy guidelines associated with implementation of the program. Mechanically, the P-Card system has been tested and is ready for implementation. Upon the hiring of a Purchasing Director and BMA decisions about organization and structure, the program is ready for roll out.

Over the past several weeks the Finance Department and Lisa Thibault have devoted significant time and effort to get the purchasing card architecture in place in order that the Board's policy could be carried out in a timely fashion and meet the revenue assumption included in the FY 2007 Budget. Please be reminded if this program is not operational by Fall, the revenue projections included in the Budget will need to be revised downwards with the associated tax impact.

Respectfully submitted,



Kevin A. Clougherty  
Finance Officer

Cc: Mayor Frank Guinta  
Randy Sherman  
Lisa Thibault  
Mindy Salomone-Abood  
Frank Thomas  
Chief Joseph Kane  
Thomas Clark

# DRAFT

4

## City of Manchester New Hampshire



## Purchasing Card Program Cardholder Guide

July 2006

# 4

## TABLE OF CONTENTS

Introduction	3
Code of Conduct	4
Acknowledgement Form	6
<b>1 Cardholder Set-Up &amp; Activation</b>	<b>7</b>
1.1 Overview	7
1.2 Cardholder Set-Up	7
1.3 Activation of Account	8
<b>2 Purchasing Guidelines and Limits</b>	<b>8</b>
2.1 Overview	8
2.2 Examples of Prohibited Purchases with the P-Card	8
<b>3 Recordkeeping &amp; Reconciliation</b>	<b>9</b>
3.1 Overview	9
3.2 Reconciling	9
3.3 Missing Receipts	9
3.4 Examples of Receipt Documentation	9
<b>4 Billing &amp; Payment</b>	<b>10</b>
4.1 Overview	10
4.2 Key Dates	10
<b>5 Disputed Transactions</b>	<b>11</b>
5.1 Overview	11
<b>6 Account Maintenance</b>	<b>11</b>
6.1 Overview	11
6.2 Information Updates	11
<b>7 Travel &amp; Entertainment using the P-Card</b>	<b>11</b>
7.1 Overview	11
7.2 Travel & Entertainment Tips	12
<b>8 Audits</b>	<b>12</b>
8.1 Overview	12
8.2 Violations	12
<b>9 Lost or Stolen Cards</b>	<b>13</b>
9.1 Overview	13
9.2 Card Security Tips	13
9.3 Contact List	13

Forms attached: P-Card Agreement Form, P-Card Request Form, P-Card Account Maintenance Form, Transaction Log

4

## INTRODUCTION

---

Welcome to City of Manchester Purchasing Card (P-Card) Program!

The City is pleased and excited to proceed with the implementation of this program. What will make it successful is the participation of many individual employees in all of the municipal departments. We believe that each employee's time is valuable and we believe the P-Card Program contributes directly to enabling you to streamline your department's purchasing needs.

This guide is designed to acquaint you with information about the P-Card Program's policies and procedures. You should read, understand, and comply with all provisions of this Guide. It describes many of your responsibilities as a cardholder and outlines the processes and procedures to facilitate secure, timely and accurate purchasing transactions. The City's objective is to provide purchasing channels that empower the employees to make sure resource needs are met to deliver quality services to the citizens of Manchester while at the same time providing the necessary financial controls to safeguard the City's assets.

The P-Card Guide cannot anticipate every circumstance or question. As the City's usage continues to grow, we may revise, supplement, or rescind any policies or portion of the Guide from time to time as deemed appropriate.

Again, welcome to the P-Card Program!

Sincerely,

Frank C. Guinta  
Mayor

## 4 CODE OF CONDUCT

---

The Code of Conduct for the City of Manchester Purchasing Card Program (P-Card) is designed to provide the participant a set of guidelines and a philosophy to follow regarding the use of the card.

- **Authorization**

A P-Card Request Form shall be completed by the cardholder and authorized by the respective department head. Only the employee to whom the card is issued is authorized to use it. Delegating the use of the P-Card to another city employee or any individual is strictly prohibited.

- **Business Practices**

In all supplier relationships and purchasing, promote and cooperate with trade and professional associations and with state, federal, local and private agencies on encouraging fair, ethical and legal business practices.

- **Documentation**

All purchases using the P-Card Program shall be properly documented for business purposes. The original invoice or itemized receipt shall be provided as current practice dictates for any accounts payable item. Any altered or forged documentation is strictly prohibited.

- **Negotiations**

Employees shall conduct themselves in accordance with the City's Procurement Code and in a good faith manner when negotiating with suppliers. Any intentional misrepresentation is strictly prohibited.

- **Organization Policies**

Adhere to the guidelines of the P-Card Program as presented herein.

- **P-Card Agreement**

The issuance of a P-Card is strictly prohibited prior to receipt of a signed P-Card agreement from the employee. An employee shall sign the P-Card Agreement and P-Card Application prior to receiving a P-Card.

- **P-Card Security**

The P-Card is the property of the City of Manchester and as such shall be retained in a secure location. An employee may use the P-Card when traveling on business on behalf of City of Manchester; otherwise, it shall not be retained in the employee's purse or billfold. This practice reduces the possibility of the P-Card being lost or stolen.



## CODE OF CONDUCT

---

4

- **Personal Use of P-Card**  
Only authorized business purchases shall be initiated with the P-Card. Any personal purchases are strictly prohibited.
- **Purchase Limits**  
All dollar value purchase limits shall be adhered to under the program and any splitting of transactions to avoid authorized limits is strictly prohibited.
- **Purchase Restrictions**  
Employees shall check with the respective department manager or the Purchasing Department if any questions arise concerning the validity of a particular charge under the P-Card program.
- **Purchases**  
P-Card purchases shall be made so that the City gains maximum value and quality for each purchase.
- **Supplier Bids**  
Where required, all suppliers shall be offered an equal opportunity to participate in the City's purchase programs in accordance with federal and state statutory regulations and the City's ordinances and Procurement Code.
- **Supplier Disagreements**  
If a disagreement occurs with a supplier, the employee shall make every effort to reach a reasonable and equitable settlement to the dispute.
- **Supplier Gifts**  
Decline all personal gifts offered by a supplier. Acceptance of gifts is strictly prohibited.
- **Termination**  
Upon transfer or termination, the employee shall surrender the P-Card to their supervisor or department head. The department head shall notify the P-Card Administrator who shall notify BMO/Harris and cancel the card.

4

## ACKNOWLEDGMENT FORM

---

The P-Card Guide describes important information about the City of Manchester Purchasing Card Program controls and processes required to manage the day-to-day operations of this purchasing option. The Guide is intended to inform cardholders handling P-Card transactions about the formal policy guidelines, processes and responsibilities of the various participants. These policies ensure that P-Card purchasing is consistent with the City's fiscal and internal control goals.

Since the information, policies and procedures described in the guide are subject to change, I acknowledge that revisions to the P-Card Guide may occur. All policy changes require the appropriate authorized approvals before they are implemented. I understand that revised information may supersede, modify, or eliminate existing policies.

I acknowledge that I have received the P-Card Guide, and I understand that it is my responsibility to read and comply with the policies and the Code of Conduct contained in the guide and any revisions and updates made to it.

---

CARDHOLDER'S SIGNATURE

---

DATE

---

CARDHOLDER'S NAME (TYPED OR PRINTED)

---

WITNESS: MANAGER / SUPERVISOR  
(TYPED OR PRINTED)

---

DATE

# 1 CARDHOLDER SET-UP AND ACTIVATION

4

## 1.1 Overview

The Purchasing Card Program (P-Card) is designed to assist the City of Manchester in reducing its reliance on requisitions, purchase orders, petty cash funds, employee advances and paper checks, and to reduce the need for employees to use personal funds for business purposes. The program should help increase the turn-around time in the fulfillment of orders, provide greater flexibility and reduce paperwork. Just as with all financial instruments, i.e. checks, direct deposit, ACH, and other forms of electronic or magnetic payments, the Finance Director as City Treasurer is responsible for the implementation, maintenance, program compliance, payment processing, issuance of the P-Card, and bank relations to resolve customer service issues. Just as with all other forms of payment, decisions about individual purchases remain the responsibility of the City's various departments in accordance with adopted policies and ordinances. Only employees of the City are allowed to participate in the program. Each cardholder has the responsibility to submit their monthly account statement with the appropriate receipts and signatures for processing and payment to their departmental administrator by the due date.

All policies outlined in this Guide must be adhered to and any failure to comply can result in suspension from the P-Card Program and also include disciplinary actions that may include termination of employment. The P-Card issued to the cardholder is the property of the City of Manchester and can be canceled at any time. Periodic audits will be performed to ensure the cardholder is in compliance with the policies and procedures.

## 1.2 Cardholder Setup

A new participant in the P-Card Program must complete the P-Card Request Form and obtain the appropriate authorizations. The form must be submitted to the P-Card Administrator by the applicant's department head. Once the application has been approved by the P-Card Administrator and the bank has processed the request, an account for the cardholder shall be established.

The new participant is also required to acknowledge that he/she has read the Code of Conduct for the program and shall adhere to the principles in this Guide by signing the Acknowledgement Form. The P-Card Agreement Form that outlines the responsibility of the cardholder while in possession and use of the P-Card shall be signed as well. All of these documents shall be completed and signed prior to the release of the P-Card to the cardholder.

- P-Card Request Form (attached)
- P-Card Acknowledgement Form (attached)
- P-Card Agreement Form (attached)

4

### 1.3 Activation of Account

To activate your P-Card follow the instructions below.

1. Call the toll free card administrator phone number on the label affixed to the card.
2. When prompted enter your card number.
3. You will then be prompted for personal information which will identify you as the cardholder in possession of the P-Card.

If you have problems activating your account, please call the P-Card Administrator at 624-6460 or via email at [lthibault@manchesternh.gov](mailto:lthibault@manchesternh.gov).

## 2 PURCHASING GUIDELINES AND LIMITS

### 2.1 Overview

The City of Manchester encourages purchases be made using the P-Card. All purchases must be made in compliance with the City's ordinances, Procurement Code and the guidelines set forth in this Guide. Any violation shall result in disciplinary action that may include termination of employment. Only authorized cardholders shall use the P-Card and no authority is permitted or conferred to the cardholder for the delegation of its use. Each cardholder has a designated credit limit for monthly purchases, daily purchase credit limit and single purchase credit limit. Intentional circumvention of these limits is strictly prohibited, for example, splitting a transaction amount with the same vendor or multiple vendors for purchases that would otherwise exceed the cardholder's limits. The City of Manchester will perform periodic audits electronically and manually to verify adherence to this policy.

### 2.2 Examples of Prohibited Purchases with the P-Card include:

- Cash advances, wire transfers or money orders
- Personal purchases
- Donations

## **3 RECORDKEEPING AND RECONCILIATION**

4

### **3.1 Overview**

The cardholder is responsible for maintaining adequate receipts or invoices for goods and services purchased with the P-Card. The cardholder shall contact the vendor directly to resolve any discrepancies or incomplete orders. The documentation retained shall include original sales receipts, packing lists (if applicable) and credit card transaction receipts. Any incorrect charges, duplicate transactions or missing credits shall be addressed directly between the cardholder and the vendor.

### **3.2 Reconciling**

- Month end account statements shall be provided for each P-Card.
- The employee/department shall verify amounts charged, and vendors.

### **3.3 Missing Receipts**

If the cardholder is missing receipts, the cardholder shall request a copy to provide the required substantiation. All transactions shall be reviewed and approved by the cardholder's supervisor or department head.

### **3.4 Examples of Receipt Documentation**

- Cash register receipt
- Car rental original receipt showing date in and out
- Airline itinerary and sales receipt (if an electronic "e-ticket" attach the boarding pass document)
- Itemized hotel bills
- Itemized invoices

## 4 BILLING & PAYMENT

### 4.1 Overview

Purchase orders shall not be used for P-Card transactions. Within 48-72 hours of using a P-Card, the transaction information will be available for review and approval on the H.T.E. Procurement Card module. Authorized department personnel shall review P-Card transactions on-line, enter the proper accounting information including work orders and/or project number and approve the transaction. Within 24 hours of approving a transaction, the transaction will be reflected within the general ledger and charged against the appropriate budget.

The City of Manchester receives single account statements and a consolidated statement from its P-Card bank administrator on the 28<sup>th</sup> of each month. The Finance Department must receive a reconciled account statement by the 5<sup>th</sup> of the following month. Transactions dated prior to the 28<sup>th</sup> not approved by the 5<sup>th</sup> of the following month shall be processed to a default account. Transactions posted to the default account shall need to be transferred to the appropriate account.

Any account statements deficient of the proper approvals and documentation shall be returned to the cardholder's manager to be resubmitted appropriately. If a cardholder is consistently delinquent in submitting their reconciled account statement to the Finance Department, the P-Card Administrator and the cardholder's manager may review their status as a participant in the program and suspend their privileges until an adequate resolution is achieved.

### 4.2 Key Dates

- Monthly statement ending posting cycle by the bank is from the 28<sup>th</sup> to the 27<sup>th</sup> of a month.
- Cardholder submits the reconciled account statement with appropriate approval and documentation by the 5<sup>th</sup> of each month.
- The Finance Department posts transactions for each cardholder account to the general ledger within 3 business days of the transaction.
- Payment is made to the bank for the monthly transactions by the 15<sup>th</sup> of each month.

## **5 DISPUTED TRANSACTIONS**

4

### **5.1 Overview**

At times there might be disputed transactions appearing on a cardholder's account statement. The dispute may arise due to non-delivery of the goods or services, incorrect billing, duplicate billing, missing a valid credit not processed to the account for a return, altered charges or defective merchandise. When disputes occur, the cardholder shall immediately notify the P-Card Administrator. The cardholder is responsible for resolving the disputed item with the vendor.

The bank shall be notified of all disputed transactions within 30 days of the statement date. The P-Card Administrator shall immediately notify the Finance Officer of any disputed items. It shall be the responsibility of the Finance Officer to notify the bank of any disputed items.

## **6 ACCOUNT MAINTENANCE**

### **6.1 Overview**

Cardholder information, such as credit limits, etc., may change periodically. Requests shall be forwarded to the P-Card Administrator for review, approval and processing (see attached "Purchasing Card Account Maintenance Form"). Updating the account information takes approximately three (3) days after submission by the P-Card Administrator to the bank.

### **6.2 Information Updates**

- Cardholder address
- Credit limit
- Type of purchasing allowed by the cardholder
- Cancellation of the cardholder's account
- Suspension of the cardholder's account

## **7 TRAVEL & ENTERTAINMENT USING THE P-CARD**

### **7.1 Overview**

A cardholder shall have the travel and entertainment purchase option enabled in their account profile in order to use their P-Card for such expenses. The cardholder shall adhere to the City's Travel Policy.

## 4 7.2 Travel & Entertainment Tips

- The P-Card shall not be used for gasoline for personal vehicles when it is used for business purposes. Business travel incurred when using a personal vehicle shall be reimbursed by claiming mileage on an expense report. If traveling with a rental car, then gasoline may be purchased using the P-Card.
- The P-Card may be used to pay itemized hotel bills.
- The City does not provide ATM privileges with its P-Card Program. Any cash needed while traveling must be from personal funds that are reimbursed upon submitting an expense report.

# 8 AUDITS

## 8.1 Overview

All cardholder accounts are subject to periodic audits to ensure compliance with the City's overall policies and the policies outlined in this guide. The P-Card Administrator, the Finance Department and the Internal Auditor will review daily, monthly and annual transaction activity reports as deemed necessary to ensure adherence to the P-Card policies. If an audit reveals a policy violation, the cardholder and their supervisor or department head will be contacted and appropriate action will be initiated based on the type of violation(s).

## 8.2 Violations

Examples of violations of P-Card use include:

- Intentional splitting of transactions to circumvent the credit limit including single day and single transaction limits.
- Consistently delinquent accounts submitted for processing and payment.
- Personal use of the P-Card.
- Allowing an unauthorized user to use the P-Card.
- Purchase of prohibited products, services or merchandise.
- Failure to pay inadvertent personal charges on the P-Card.
- Fraudulent transactions with a vendor.



## 9 LOST OR STOLEN CARDS

4

### 9.1 Overview

If a card is lost or stolen, the cardholder shall immediately contact the P-Card Administrator. Upon notification, the card shall be suspended immediately and any charges posted to the account after the "missing date" shall be denied. A new card shall be issued upon completion of an application stating that the card is a replacement. After the application is received by the P-Card Administrator it will take approximately ten (10) days to reissue a replacement card.

### 9.2 Card Security Tips

- When not traveling on business, the card shall be retained in a secure location other than a personal billfold or purse.
- A canceled card shall be destroyed by cutting it up into several pieces prior to disposal.
- When presenting a card for purchases, provide your driver's license to identify you as the authorized user of the card.
- Sign the back of the card and also write "See ID" next to the signature to remind the vendor to look for your personal identification to authenticate the transaction.
- Do not provide your P-Card account number to unsolicited marketing calls.

### 9.3 Contact List

P-Card Administrator

- <Name>
- <Phone #>
- <Email>

## **PURCHASING AGENT**

### ***DEFINITION***

Plans, organizes and manages the City's purchasing operations, the disposal of surplus property and manages special projects as assigned by the [\_\_\_\_]; performs other duties as required.

### ***DISTINGUISHING CHARACTERISTICS***

The Purchasing Agent is responsible for planning, budgeting, directing and coordinating purchasing functions for the City. Within policy guidelines, the Purchasing Agent exercises considerable discretion and independence in approving expenditures, selecting and evaluating vendors and materials and monitoring compliance with procurement policies. The Purchasing Agent must be tactful, resourceful and ethical in dealing with vendors, the public, department managers and co-workers.

### ***SUPERVISION RECEIVED/EXERCISED***

General direction is provided from the [\_\_\_\_]. The position may supervise the work of staff performing functions related to purchasing and coordinate the work of staff engaged in purchasing related tasks in other city departments.

### ***ESSENTIAL DUTIES***

Organizes, directs, and implements a comprehensive purchasing program; develops and implements City purchasing policies and procedures; consults with and assists departments in determining needs and developing specifications for goods and services; prepares formal bid specifications, requests for quotations, qualifications and proposals, evaluates bids and makes recommendations for awards of bids and contracts; establishes and maintains contact with vendors and negotiates with them to obtain best and most cost-effective goods and services for the City; evaluates vendor and product performance as necessary; manages the procurement card program; manages various service maintenance contracts; coordinates disposal of surplus equipment and materials from all departments; prepares purchasing budget, projects costs, and monitors expenditures; sets up a variety of manual and automated record keeping systems and maintains and analyzes records; prepares reports and makes recommendations to Board of Mayor and Aldermen.

## QUALIFICATIONS

### **Experience/Education/Training**

Sufficient experience, education and training to establish and maintain an effective City purchasing function.

Bachelor's Degree in Business Administration or a closely related field from an accredited college and five years experience in purchasing a variety of general and specialized items, preferably in a government setting. Work experience in the purchasing field of 8+ years may substitute for education requirements. Possession of a certified Purchasing Manager Certificate from a nationally recognized organization is highly desirable.

### **Knowledge/Skill/Ability**

Considerable knowledge of public purchasing principles and practices, including competitive bidding procedures; Federal, State and City laws, ordinances and regulations applicable to purchasing, contract administration, personnel management; applicable City policies, procedures and memoranda of understanding; computer applications related to purchasing and public finance and of telecommunication and reprographic systems. Ability to plan, organize and direct the activities of a City purchasing program including procurement, materials management, contract administration, budgeting, procurement cards, developing goals, policies, procedures, work standards and internal controls; select, train, direct, motivate, and evaluate staff members; negotiate effectively; analyze and solve complex administrative problems; exercise sound independent judgment within broad policy guidelines; represent the City effectively in contact with boards, community groups and other government organizations; establish and maintain effective working relationships; prepare clear and concise specifications, reports, recommendations, proposal requests, and other written materials; use spreadsheet, data base and word processing programs on a personal computer and use other office equipment.

### **LICENSE/CERTIFICATE**

Possession of a New Hampshire driver's license by date of appointment.

4

## ***Fleet Manager***

### ***DEFINITION***

Under limited direction, the Fleet Manager performs responsible and complex duties in managing a major division of [\_\_\_\_]; manages and oversees the Fleet Management Division; manages and supervises a broad range of fleet-related functions and activities including, but not limited to, maintenance and repair shop operations, fleet fueling systems, vehicle and equipment acquisition, disposal, utilization, service and maintenance, and the administration of service and maintenance contracts; coordinates Fleet Operations activities with department managers and staff, other City managers and employees, outside vendors, contractors, agencies and the general public as required; assures compliance with applicable laws, ordinances, and codes; and provides professional and technical staff assistance to [\_\_\_\_].

### ***DISTINGUISHING CHARACTERISTICS***

This is a single position division-level management classification and exists only in [\_\_\_\_]. The Fleet Manager is responsible for planning, directing and controlling the City's fleet services activities exercising significant independent authority to perform work that is very difficult and complex. The Fleet Manager works extensively with managers/staff, other City employees, various public/private organizations, and the general public. This class is distinguished from the next higher class of Director of General Services in that the latter has full responsibility for all activities of the General Services Department.

### ***SUPERVISION RECEIVED AND EXERCISED***

Limited direction is provided by [\_\_\_\_]. Responsibilities include the direct and indirect supervision of management, supervisory, technical, and support positions whose incumbents perform the full range of fleet maintenance, repair, purchase, and related activities.

### ***ESSENTIAL DUTIES AND RESPONSIBILITIES: TYPICAL DUTIES***

- Plans, organizes, staffs, directs, and controls a wide range of activities to oversee the Fleet Management Division; oversees vehicle and equipment maintenance/repair shop operations; oversees the acquisition, disposal, utilization, service, and maintenance of vehicles and equipment, including those needed Citywide for Police, Fire, Enterprise Funds and Highway; oversees and administers vehicle/equipment-related contract services; oversees and monitors fueling station operation, infrastructure, maintenance, and environmental compliance establishes division priorities; monitors the efficiency and effectiveness of division work products through quality control and related activities; may act in absence of the

Director of General Services.

- Selects, assigns, trains, directs, and evaluates subordinate staff, including subordinate supervisors, technicians, and others; oversees and implements disciplinary actions as necessary; directs and/or participates in the preparation of complex statistical and narrative reports, correspondence, and other documents, including those required by law; makes presentations to Board of Mayor and Aldermen, individuals and/or groups as required.
- Develops, recommends, and implements goals, objectives, policies, and procedures in accordance with the Department's core purpose, mission, vision, and values; recommends strategies to improve the efficiency and effectiveness of division operations; provides guidance and direction for new and proposed Fleet shop facilities.
- Directs, develops, recommends, and administers the division's budget(s); develops revenue projections; establishes fleet vehicle and equipment rental rates; recommends and authorizes expenditures within limits of authority; administers internal fiscal control systems and procedures; oversees the use of automated fleet management and inventory systems; develops fleet vehicle and equipment rental rates based on statistical analysis of historical cost data, develop customer fleet budgets based on projections.
- Monitors legislation and assures division compliance with laws, regulations, statutes, and codes related to fleet management; oversees division compliance with hazardous materials requirements.
- Represents the Department as assigned; responds to and resolves complaints; participates on committees and task forces as assigned; conducts and/or attends meetings, classes, conferences, and workshops as assigned; compiles and presents reports to Board of Mayor and Aldermen; makes oral presentations to Board of Mayor and Aldermen, and community and business groups.
- Other related duties may also be performed; not all duties listed are necessarily performed by each individual holding this classification.

***QUALIFICATIONS: Knowledge of:***

- General principles, practices, methods, tools, and materials essential to modern fleet management, including the areas of preventive maintenance, diagnostics, repair, and inventory control; occupational hazards related to fleet management operations and appropriate safety practices.
- Principles and practices of modern public administration including planning, organizing, staffing, directing, and controlling.
- Principles and practices of human resources management, supervision, and training.
- Public relations practices and techniques.
- Current literature, laws, regulations, and developments, as well as various

4

agencies, that impact municipal fleet management operations.

- Research methods; report writing techniques; statistical concepts and methods; principles and techniques of project management.
- Facilities design and organization for fleet maintenance and repair operations.
- Fueling facility and system operation, management, and environmental oversight.

*Skill in:*

- Use of modern office equipment including computers, computer applications and software.
- Developing long range plans consistent with goals, objectives and available resources.
- Assessing and resolving problems effectively and efficiently.

*Ability to:*

- Manage a large city fleet management operation; meet critical deadlines; make decisions under pressure.
- Supervise subordinate personnel, including managers, supervisors, and technical staff.
- Develop, recommend, and administer policies and procedures necessary for efficient and effective fleet management.
- Develop, administer, and control a large fleet operations budget.
- Read and interpret complex laws and regulations impacting fleet management activities.
- Establish and maintain effective working relationships with public officials, co-workers, public/private agencies, and the general public.
- Prepare and present complex narrative and statistical reports, correspondence, and other documents.
- Speak before Board of Mayor and Aldermen and other large and small groups.
- Read, understand and interpret engineering plans, blueprints, schematics and drawings.

***EXPERIENCE AND EDUCATION***

Any combination of education and experience that would provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:

**Experience:**

Five years progressively responsible management/supervisory experience within a large Fleet Management organization.

**Education:**

A Bachelor's degree from an accredited college or university with major course work in Public Administration, Business Administration, Engineering or a closely related field.

**Certification:**

Possession of a Equipment/Fleet Manager Certificate from a nationally recognized organization is highly desirable.

***SPECIAL QUALIFICATIONS*****Driver License:**

Possession of a valid New Hampshire Driver License at the time of appointment. Individuals who do not meet this requirement due to physical disability will be reviewed on a case-by-case basis.